



# Corporate Resources & Infrastructure Select Committee

## Councillors on the Committee

Councillor John Riley (Chair)  
Councillor Adam Bennett (Vice-Chair)  
Councillor Kaushik Banerjee  
Councillor Farhad Choubedar  
Councillor Narinder Garg  
Councillor Mohammed Shofiul Islam  
Councillor Gursharan Mand (Opposition Lead)

**Date:** WEDNESDAY 23 JULY 2025

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5 -  
CIVIC CENTRE

**Meeting Details:** The public and press are welcome to attend and observe the meeting.

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Published: Tuesday 15 July 2025

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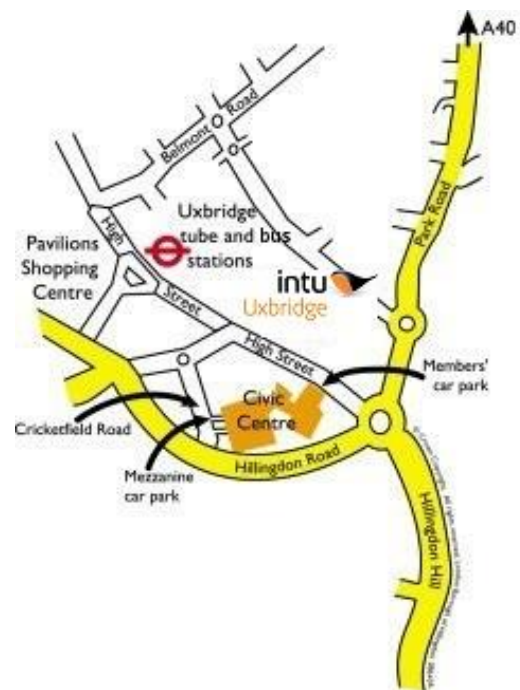
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## Terms of Reference

### Corporate Resources & Infrastructure Select Committee

Portfolio(s)	Directorate	Service Areas
Leader of the Council	Corporate Services	Communications & Engagement
		Governance
Cabinet Member for Corporate Services & Property	Corporate Services	Democratic Services
		Human Resources, including Health & Safety
		Legal Services
	Place	Capital Programme & Major Construction Projects
		Property (incl. estates, new housing supply (acquisitions and new build), disposals and maximising income from holdings)
		Building Safety
		Facilities Management
		Repairs & Engineering of Corporate Property, Housing & Assets (contractual & delivery), including the delivery of the planned capital programme for housing
		Civic Centre, Property and built assets (cross-cutting brief)
		Highways (operational maintenance delivery)
		Utility companies in the Borough (cross-cutting)
Cabinet Member for Planning, Housing & Growth	Place	Highways (incl. Highways strategic assessment & safety, Highways Policy and infrastructure including EV)
		Transportation (incl. road safety, traffic management and parking management schemes)
Cabinet Member for Finance & Transformation	Finance	All Finance (inc. school budgets, revenues and benefits, HRA)
		Statutory Accounting, Investments and Pensions
		Procurement and Commissioning (incl. fleet and energy)
		Counter Fraud
		Internal Audit & Risk Assurance (incl. risk management)

	Corporate Services Directorate	Council transformation & Hillingdon Improvement Programme
		Technology, Digital, Information Governance, Business Intelligence, Customer Experience and Business Support (incl. implementation of automation software)
		Complaints – “Member Responsible for Complaints” under Ombudsman Codes
Cabinet Member for Community & Environment	Homes & Communities	Emergency Response
All portfolios		Resident Experience (cross-cutting brief)
		Strategic Partnerships (cross-cutting brief)

# Agenda

- |   |  |            |
|---|--|------------|
| 1 | Apologies for Absence  |            |
| 2 | Declarations of interest in matters coming before this meeting   |            |
| 3 | Minutes of the previous meeting  | 1 - 4      |
| 4 | To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private |            |
| 5 | Progress on the Delivery of the Hillingdon Cycle Strategy  | 5 - 12     |
| 6 | Maximising Council Spaces: A Review of Business and Private Hire Opportunities - Witness Session 2   | 13 - 32    |
| 7 | Financial Scrutiny Training - Verbal Update  | At meeting |
| 8 | Forward Plan   | 33 - 46    |
| 9 | Work Programme   | 47 - 50    |

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## Minutes

### CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

17 June 2025



Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b> Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead), Narinder Garg and Raju Sansarpuri</p> <p><b>LBH Officers Present:</b> Anisha Teji – Democratic Services Karrie Whelan – Corporate Director of Place Fiona Sweet – Museums &amp; Heritage Manager</p>
76.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Elizabeth Garelick with Councillor Raju Sansarpuri substituting.</p>
77.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
78.	<p><b>MINUTES OF THE PREVIOUS MEETINGS</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes from the meetings on 10 April 2025 and 8 May 2025 were approved.</p>
79.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items would be heard in Part I.</p>
80.	<p><b>MAXIMISING COUNCIL SPACES: A REVIEW OF BUSINESS AND PRIVATE HIRE OPPORTUNITIES - WITNESS SESSION 1</b> (<i>Agenda Item 5</i>)</p> <p>The Chair began the witness session by outlining the Committee's review into optimising the Council's estate. This involved identifying and categorising small buildings, halls and rooms that could be hired out, with the aim of creating an asset register to assess their usability. Many of these properties were underused, and the Committee discussed appointing officers to audit and manage them, with a view to promoting and commercialising viable spaces for domestic or small business use.</p> <p>The Corporate Director of Place and the Museums &amp; Heritage Manager presented the Council's approach to asset management, advocating for a corporate landlord model. The initial focus was on developing a comprehensive asset management database to</p>

capture usage and operational status of all built assets. For non-operational buildings, alternative uses such as long-term lettings or short-term hires were being explored. The Civic Centre was cited as a key example of a site with potential for better space utilisation. Pilot projects in the libraries service were underway to maximise community use of available spaces, with a long-term goal of implementing a corporate strategy and online booking system.

Responsibility for the space hire pilots had recently shifted from the Place Directorate to the Homes and Communities Directorate, with the Museums & Heritage Manager continuing to lead the initiative, particularly in libraries, with plans to expand to other service areas. The libraries team had experience hiring out spaces to banks, community groups and for events like weddings. Over the past year, they trialled a system called Bookings Plus, which offered virtual tours, detailed space information and flexible pricing. While mostly self-managed, bookings required approval for out-of-hours use. The system automated invoicing and accepted card payments, though it was not yet integrated with the Council's financial system, leading to additional commission fees. Integration was under consideration to improve efficiency.

Members discussed the wide range of council assets, including garages and car parks, and stressed the importance of exploring all available spaces to maximise utilisation. A major barrier had been the lack of a digitised asset management system. Over the past eight – nine months, efforts had focused on data collection to support the development of a system which was hoped to come into effect in October. This would enable better tracking, scheduling, and decision-making. Funded through transformation budgets, the system was seen as a corporate priority, with early pilots already showing increased commercial hires. A cost-benefit approach was being applied to assets like garages to determine whether to repair, redevelop or dispose of them.

The Council had set income targets of £867,000 from leases and rent reviews, and £230,000 from sponsorships. Sponsorships, such as those supporting community events like Picnic in the Park, were being used to fund local activities. Officers clarified that lettings were being proactively managed, with a clear distinction between lease income and space hire. While commercial returns were important, Members raised concerns about protecting community-run spaces and ensuring affordability. Officers confirmed that rents were based on ability to pay, with lease clauses safeguarding community use.

Operational challenges included maintenance, insurance and tenancy management. The Council had expanded its repairs team and introduced measures like advance payments and key safes to reduce admin issues. Differentiated pricing supported community groups while generating income. However, the lack of a formal project plan and outdated GIS data remained obstacles. The GIS system showed land ownership but lacked integration with estate management data, requiring manual verification.

The Committee agreed on the need for a baseline asset register before progressing further. The Place Directorate would lead this work, supported by a strengthened property team, initially focusing on garages and leases to generate new income. Community involvement was seen as essential, though it needed to be balanced with financial goals. Legal frameworks now allowed residents to identify and protect community assets. The meeting concluded with a discussion on council tax banding and the need to clarify how property changes were monitored, suggesting further investigation into national versus local responsibilities.



	<p>Members thanked officers for their attendance.</p> <p><b>RESOLVED: That the Committee met with officers and asked questions pertaining to the review.</b></p>
81.	<p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 6</i>)</p> <p><b>RESOLVED: That the Cabinet Forward Plan be noted.</b></p>
82.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 7</i>)</p> <p>The Committee requested an information item on council tax and property development. A member raised the issue of how properties that underwent significant development—such as being extended from one-bedroom to four-bedroom homes—were reassessed for council tax banding. The concern was whether such changes were being tracked and whether the Council was potentially missing out on revenue due to outdated banding.</p> <p>Concerns were noted about the garage disposals listed in the Cabinet Forward Plan, questioning whether these had undergone proper economic viability assessments. Members agreed to look into dates for site visits as listed on the work programme.</p> <p>The Committee raised concerns about the lack of financial updates over the past nine weeks, noting this hindered effective scrutiny and accountability, especially in light of recent comments from senior Council leadership on financial delays. Members were keen to receive financial updates at the next meeting and update about the monitoring module of the Oracle Cloud.</p> <p><b>RESOVLED: That:</b></p> <ol style="list-style-type: none"> <li><b>1. Democratic Services arrange for an information item on Council Tax be considered.</b></li> <li><b>2. Democratic Services liaise with Members to agree suitable dates for a site visit.</b></li> <li><b>3. The work programme be noted.</b></li> </ol>
	<p>The meeting, which commenced at 7pm, closed at 8.41pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Anisha Teji, Senior Democratic Services Officer on [ateji@hillington.gov.uk](mailto:ateji@hillington.gov.uk) or 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## PROGRESS ON THE DELIVERY OF THE HILLINGDON CYCLE STRATEGY

<b>Committee name</b>	Corporate Resources and Infrastructure Select Committee
<b>Officer reporting</b>	Sophie Wilmot, Place Directorate
<b>Papers with report</b>	Appendix A – visuals of work done to date
<b>Ward</b>	All

### HEADLINES

The report looks at what has been achieved to date since the launch of the Hillingdon Cycle Strategy in September 2024 and demonstrates that the Council is already collectively witnessing progress after such a short period of time. The works will continue in the 2025/26 financial year with funding secured from grant funding for both cycle training and infrastructure works. Officers are putting together a communication plan to ensure good coverage throughout the year to ensure cycling is always high in people's thoughts. Due to the positive response to the Cycle Strategy, officers are beginning to develop an accompanying Walking and Wheeling Strategy.

### RECOMMENDATIONS

**That the Committee:**

- 1. Notes the progress on the delivery of the Hillingdon Cycle Strategy, since it was launched in September 2024;**
- 2. Supports the proposed next steps in delivery for the 2025/26 financial year;**
- 3. Endorses the ongoing promotion of cycling as a mode of transport for Hillingdon residents and users of the Hillingdon transport network;**
- 4. Notes that an accompanying 'Walking & Wheeling' Strategy is being developed by Officers.**

### SUPPORTING INFORMATION

#### Introduction

The Hillingdon Cycle Strategy was launched in September 2024 and is a ten-year plan, setting out how the Council proposes to improve the cycle infrastructure, boroughwide and increase the number of people cycling in the borough. The core aim of the strategy is as follows:

*'As demand for cycling continues to grow, our strategy for 2024-34 aims to build on and enhance cycling infrastructure and training across Hillingdon to encourage more people to take up this important and healthy mode of transport.'*

The final version of the strategy was developed following a consultation period where the Council received a number of responses from stakeholders such as the Canal & River Trust; London

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Corporate Resources & Infrastructure Select Committee – 23 July 2025

Cycle Campaign; the London Assembly Member, Heathrow Airport, and residents' associations. There were also, almost two hundred individual responses received from residents and users of the borough; the general response was that the cycle strategy is welcomed as a positive move forward for the Council.

As part of the consultation, consultees were asked if they supported the ambition statement set out; 88% supported this. They were also asked whether they felt that the implementation of the cycle strategy would make them consider cycling in Hillingdon more; encouragingly, a total of 71% of the respondents said it would.

### **Progress on the delivery of the Hillingdon Cycle Strategy**

This section of the report provides information on what has been achieved since the launch of the Cycle Strategy:

- Hillingdon Officers were asked by Transport for London (TfL) to present at an event which brought together cycle officers from all boroughs and within TfL. They were keen to demonstrate to other boroughs what could be achieved by outer London boroughs, whose needs are in many ways different to locations nearer Central London.
- Will Norman, the London Walking and Cycling Commissioner has visited Hillingdon to meet with Officers and the Cabinet Member for Planning, Housing and Growth, both to listen and to share how he can support our ambitions.
- Bikeability training in Hillingdon continues to be delivered and is well-received.
- A new adult cycle training programme was launched at Pield Heath Cycle Track which allows more adults to access training in a safe environment.
- Dr Bike services have been provided at Hillingdon libraries and leisure centres as well as to support the 'Re-Use/Re-Cycle' and 'Mayor's Picnic in the Park' events.
- A parallel 'Tiger Crossing' has been provided across Pield Heath Road to support a future cycling link through Brunel University.
- Designs have been undertaken for junctions along the Celandine Route and consultation on these proposals will begin shortly.
- Working in partnership with the Council, TfL have developed two crossing improvement schemes along the A312, and consultation has been completed on these, they are at Bilton Way, Hayes and Willow Tree Lane, Yeading.
- The upgrade of the Grand Union Canal Towpath between Rockingham Road and Oxford Road has been completed.
- A new cycle wheeling channel has been provided at the access onto the canal at Packet Boat Lane – a positive but simple facility to help bridge an access gap.
- A total of five schools have been given cycle parking grants to enhance and expand their scooter and cycle parking offerings.
- New on-street cycle parking has been provided in Ruislip Town Centre.
- Following on from a resident's suggestion, an 'advanced cycle stop line' and related cycle lane has been provided at signals on Park Lane, Harefield.
- Phase 2 of works on North Hyde Road to provide shared space has been completed.
- Feasibility works have been undertaken for a major redevelopment of St Andrew's roundabout to provide better facilities for walking and cycling in the area.

Appendix A of this report provides visuals for some of the work completed to date.

### **Proposed next steps**

The work on the cycle strategy continues in the 2025/26 financial year, with around £400k worth of funding specifically for cycling. As part of this, the following is being proposed for 2025/26:

- Adult and child cycle training.
- Dr Bike events.
- Active travel promotion.
- Upgrade of the canal towpath between Printing House Lane and Station Road, Hayes.
- Further work on the proposed route through Brunel University Campus.
- Further work on junctions along the celandine route.
- Provision of protected cycle lane along Long Lane.
- Cycle parking provision at Northwood, Northwood Hills, and Ruislip Gardens stations.
- Cycle parking in town centres and residential areas.
- Cycle parking grants for schools in the borough.

### **Communication**

A key component of the strategy is ensuring good communication about cycling, whether that be the successful implementation of schemes, training, or cycle safety information. In order to ensure good communication, Officers are currently putting together a communication programme, to evenly space promotion and ensure the Council capitalises on national events such as clean air day. The plan will be shared and agreed with the Council communication team and the Cabinet Member for Planning, Housing and Growth.

### **Walking & Wheeling Strategy**

Due to the positive response to the launch of the Cycle Strategy and the success which it has already had in planning cycle infrastructure and encouraging investment, the Council is looking to develop a 'Walking and Wheeling' strategy to compliment and sit alongside the Cycle Strategy. On Thursday 19<sup>th</sup> June 2025, the Council's Principal Accessibility Officer hosted a mobility forum, where those with mobility difficulties were invited to the Winston Churchill Hall, to discuss issues they face travelling around the borough. The feedback from this event, will underpin the creation of the document.

## **PERFORMANCE DATA**

A large portion of the funding for cycling is from the yearly, Transport for London Local Implementation plan monies, as a condition of the grant, the Council must report back on a number of criteria each year for what has been delivered during the financial year, via the completion of 'FORM C'. This form covers not only cycling but other criteria related to transport in Hillingdon, however cycle data can easily be extracted from this and is summarised for 2023/24 and 2024/25 below. This record shows, year on year what is being delivered for cycling.

Table 1: showing summary of cycling data from 'FORM C'			
Description	Unit of data	2023/24	2024/25
Increase in the number of cycle parking spaces	No. of new publicly accessible cycle parking spaces	0	0
	No. of new secure residential cycle parking for existing housing stock	8	0
	No. of new school cycle/scooter parking spaces	0	25
Increase in number of rental e-bike and/or e-scooter parking spaces provided through new dockless bays	No. of new rental e-bike and / or e-scooter parking spaces	Not recorded in 2023/24	0
Cycle Training	No. of adults trained	1	58
	No. of children trained	1059	1103
Increase the London-wide strategic cycle network with high-quality, safe routes	Km of new permanent cycle routes that meet the TfL Quality Criteria	0	0
	Km of permanently upgraded cycle routes that meet the TfL Quality Criteria	0	0
	Km of new temporary segregated cycle routes	0	0

The table below contains analysis of the data, outlined in Table 1.

Table 2: analysis of performance data	
Description	Analysis
Increase in the number of cycle parking spaces	There was no demand for on street cycle parking during the 2024/25 financial year. A focus on providing new spaces at schools being made, with schools engaged in the travel plan process, offered the opportunity to apply for a grant to deliver cycle or scooter parking at their school, which will go towards their travel plan accreditation.
Increase in number of rental e-bike and/or e-scooter parking spaces provided through new dockless	Currently, there is no support for 'dockless' bikes across Hillingdon due to issues such as 'fly-parked' bikes which are currently being experienced across other areas of London.  The Council is looking at tendering for a docked scheme to expand on

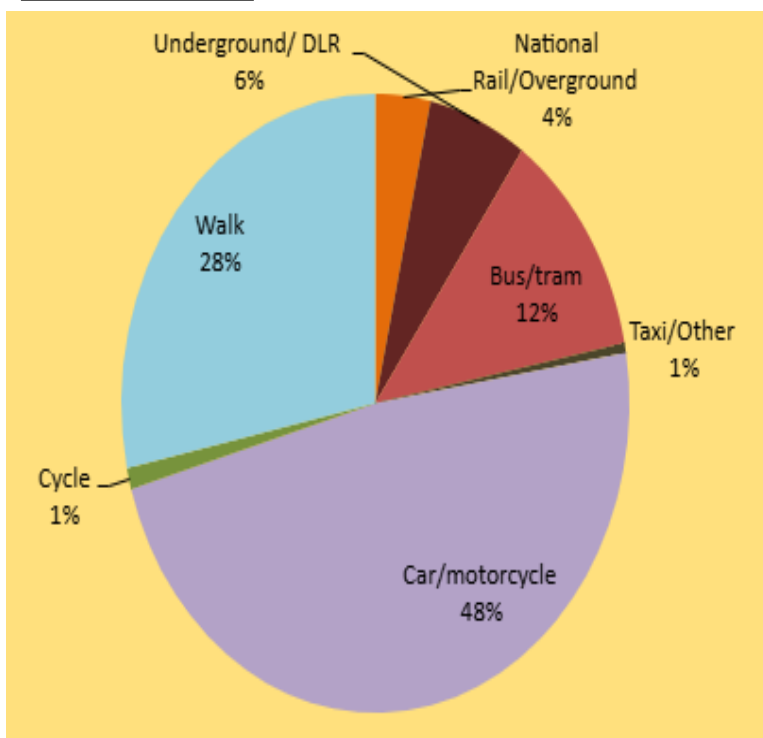
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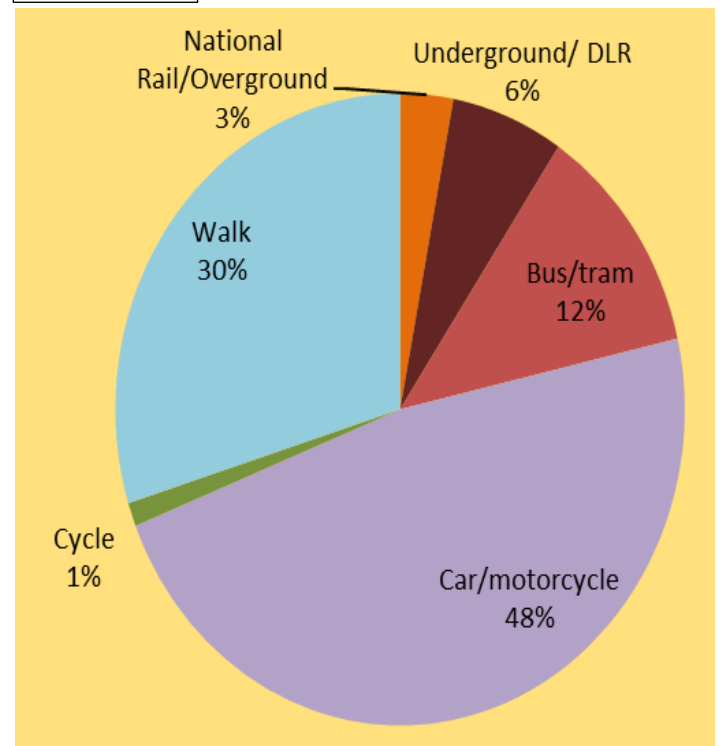
bays	current provision. The current cycle hire scheme is due an upgrade of bikes, which will be e-bikes.
Cycle Training	The number of adults trained was able to increase significantly due to the creation of a new adult cycle training programme which operates at the off-road track at Pield Heath School on weekends.
Increase the London-wide strategic cycle network with high-quality, safe routes	Although, significant km's of cycle routes have not been delivered, the Council has implemented some tiger crossings to increase safety for cyclists to cross the road. Officers have also been working on the design and consultation of a range of other junction and crossing improvements to link together cycle routes.

Another, data source which can be used to track progress is the yearly TfL data pack' which provides borough specific data on how the Mayor of London's Transport targets are being met. The most significant data provided is that for mode share for the borough, this can provide a year on year look at the percentage of people in Hillingdon travelling by cycle. The charts below, show the mode share data for the most recent two-year periods for which data is available.

**2022/23**



**2023/24**



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This data shows that there has been a small increase in use of sustainable modes, with slightly more people walking. The cycle mode share has remained at 1%, however these datasets are before the Hillingdon Cycle Strategy was launched.

## **RESIDENT BENEFIT**

The various cycle infrastructure improvement; cycle training and cycle awareness projects seek to promote and encourage more people to use cycling as their mode of travel around Hillingdon, in particular instead of the private car. This will have personal health benefits, as well as help towards improving the environment and climate change.

## **FINANCIAL IMPLICATIONS**

Currently, for the 2025/26 financial year, TfL have awarded the Council approximately £451k, specifically for cycle measures (28% of the total TfL grant) with further schemes offering cycling elements as part of larger packages of work. A further £185k, is 'in principle' approved for cycle schemes, subject to the outcome of feasibility works and consultation results. Further funds for cycling, are available through the funds secured through developments across the borough. These sources of funding, allow for significant cycle improvements to be made for the benefit of residents, without the use of limited Council capital.

## **LEGAL IMPLICATIONS**

No direct legal implications associated with this report.

## **BACKGROUND PAPERS**

[Hillingdon Cycling Strategy 2024-25](#)

## **APPENDICES**

Appendix A – visuals of some of the works completed to date.



## APPENDIX A – Works completed to date.

Grand Union Canal Towpath Works



Before



After



Hillingdon Cycle Training by 'in-house' cycle trainers



Dr Bikes & Cycle Education

Cycle Strategy Launch event with local schools.



23 July 2023





Pararell crossing on Field Heath Road  
Supporting the proposed Brunel Route

2025

## Review - Maximising Council Spaces: A Review of Business and Private Hire Opportunities

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Anisha Teji, Democratic Services
Papers with report	Scoping Report for Review
Ward	All

### HEADLINES

At its meeting on 9 January 2025, the Corporate Resources and Infrastructure Select Committee agreed to undertake a review into assessing the availability and utilisation of Council owned space.

### RECOMMENDATION:

**That the Committee meet with officers and ask questions pertaining to the review.**

### SUPPORTING INFORMATION

#### *Witness Session One - 17 June 2025*

The first witness session initiated the discovery phase of the review. It was attended by Karrie Whelan (Corporate Director of Place) and Fiona Sweet (Museums & Heritage Manager).

During the session, the Committee began by establishing a shared understanding of the current landscape and the use of spaces available for hire. Officers outlined the existing provisions, with particular attention given to the Cultural Team's role in venue hire. The discussion also explored the identification of key teams that could support the review moving forward.

Timelines were considered to determine how the review could best progress, including the need to gather data on all short-term hire spaces across services. Officers highlighted several challenges and broader issues that might impact the review, setting the stage for further lines of enquiry in future sessions.

#### *Witness Session Two – 23 July 2025*

The Committee will hear from Darren Deeks (Head of Libraries & Cultural Services) and his team on the work being undertaken in the libraries service.

Lines of enquiry for this session may include:

- Exploring the provisions already in place, particularly the work by the Cultural Team hiring venues.
- Challenges and any wider issues relating to the review.

- Establish how this can be extended on a wider scale

Further information on this witness session will follow.

### **Implications on related Council policies**

A role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

### **How this report benefits Hillingdon residents**

Select Committees directly engage residents in shaping policy and recommendations from the Committees are presented to Cabinet to consider, and ultimately seek to improve the way the Council provides services to residents.

### **Financial Implications**

It is important that the Committee considers cost effective proposals that benefit resident taxpayers in relation to this review, which would ultimately be determined by Cabinet as part of the Council's broader budget planning process.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL.

<b>Major Review Working Title</b>	<b>"Maximising Council Spaces: A Review of Business and Private Hire Opportunities"</b>
Committee	Corporate Resources and Infrastructure Select Committee
Review Year	2025/26 MY

## 1. OBJECTIVES

### Aim of review

The review aims to assess the availability and utilisation of Council-owned spaces for private hire and temporary letting use. The objective would be to identify opportunities for the optimisation and commercialisation of these spaces, ultimately benefiting the local economy, community and generating additional revenue for the Council.

### Terms of Reference

1. To identify all Council-owned spaces available for hire, including halls, rooms in buildings and libraries, rooms in the Civic Centre, and any other spaces managed by the Council.
2. To assess their current usage, facilities and the promotion of these spaces and identify ideas and opportunities to maximise income at such spaces for commercial, public and private use.
3. To explore marketing potential, an online register and booking service for such spaces, detailing their suitability for different types of events, locations, facilities, conditions, and management – aligned to any efficient regulatory requirements.
4. To explore best practice and synergies with partner, businesses and any other local organisations who may also hire spaces for events or provide services to events in spaces.
5. To review levels of fees and charges against private and public competitors to maximise income.
6. To present to Cabinet innovative and deliverable recommendations on the resourcing required, investment needed and charges to maximise income from these spaces, contributing to, and ideally, exceeding existing income targets.

## 2. BACKGROUND

### Context

Hillingdon offers various spaces for hire, including commercial properties like office spaces, market stalls and industrial units, event venues such as community centres, halls, and outdoor spaces, theatres, and library meeting rooms. These spaces cater to all manner of business operations, private events, and community activities.

The Council itself has numerous opportunities for commercialisation and better usage of its assets, spaces and rooms. Given Hillingdon's position between London and the counties and great transport connections, there is the potential to further market these and commercialise. For residents, the ability to easily find and use local venues for family events would also support the Council's mission.

## **Scope**

It is suggested the review considers, where feasible, the use of, and marketing of all the relevant assets the Council owns to maximise the opportunities for income. As a guide, therefore, it is suggested the review initially focuses on the following spaces:

- Halls of all sizes, with or without stages etc, (e.g., the Manor Farm estate in Ruislip, village Halls, small theatres, individual rooms or collections of rooms,
- Rooms in halls, buildings and libraries,
- Rooms in the Civic Centre
- Any other space owned / managed by the Council
- Appropriate outdoor spaces that could be hired and used for suitable outdoor events.
- Those spaces designated specifically to a council service, e.g. Adult Education, to see if there is any potential of co-use of spaces and rooms outside service requirements.

On assets that may not be suitable, it is suggested that the review does not look in detail at the leisure facilities currently marketed by the Council's Leisure Operator GLL for sports use, which has its own booking and marketing facility, but lessons could be learnt from how well used or effective this is.

Similarly, this review is about temporary hire or short-term letting, so it may not be practical to review any longer commercial or business leasing arrangements of Council facilities, e.g. shopping parades. Notwithstanding this, should opportunities present themselves around such leasing arrangements, e.g. as marketing empty shops, in the spirit of this review, the Committee may wish to consider this.

Involving witnesses from local businesses, universities and the voluntary sector to understand their needs and how they can use council services will be useful. Also exploring best practice from other London boroughs and considering how they manage and use assets. The Committee is keen to focus on a user centric approach including mapping out existing assets, understanding user needs and involving the community in the process.

## **Known factors**

At present there is no central register of all known hireable spaces of this type, who is responsible for them, how they are let or most importantly, how they are promoted or if they are promoted at all. It appears there is a lack of any comprehensive understanding of what spaces are available, their potential and strategic management and marketing of these spaces.

The Committee is aware of some good practice examples of the marketing of spaces, e.g. by the library service for their rooms at Theatres, Manor Farm and the Bunker (links at end of

report). Room hire is one of their main income generators and are looking to maximise this by providing more rooms with better access in the future. The Service uses a system called Booking Plus to promote and take payment with a reduction in wasteful and transactional work.

### **Connected activity**

1. **Strategy** - The Council Strategy 2022 – 2026 does not explicitly mention the impact on Council-owned spaces (rooms) for business, private hire, letting, and commercialisation in the Borough. However, it does emphasise making the best use of land and buildings, which could imply optimising the use of Council-owned spaces for various purposes, including business and private hire. Additionally, the focus on promoting investment, business growth, and supporting local businesses may indirectly support the commercialisation of Council-owned spaces. This aligns with the ambitions for the Council to be an efficient well run digital enable council offering a central base of information that can improve the lives of residents.
2. **Budget** - The Cabinet's budget proposals for 2025/26 include an income target of £40k for Meeting Room Hire Revenue in Libraries, along with additional savings around asset optimisation.
3. **Economic opportunities** - The hire of spaces for different types of local events also contributes to a thriving local economy using small businesses and other private sector services for connected services required e.g. catering, audio-visual, entertainment. This review could look at opportunities to link up such services and any potential for sponsorship of venues.
4. **Service innovation** - Recent services reviews, e.g. Youth Strategy and Family Hubs have also identified changes in use, co-location and innovation in spaces for the delivery of services, which will be worth exploring.
5. **Civic Centre Project** - The wider transformation and co-location of services to the Civic Centre also offers a range of opportunities with new spaces being created for use in the new Library and Registrars facilities etc...
6. **Regulatory aspects** - With the hire of any venue, and dependent on event type and numbers, there will be varying degrees of regulatory requirements, e.g. risk assessments, licensing permissions, health and safety and insurance. Looking at clarifying and streamlining any such processes to improve the customer experience should be investigated.
7. **Corporate Landlord / Asset Management Review** – the Council's property team act as the Corporate Landlord and the current position is where assets are operational, they are notionally let to the departments to use. Additionally, the Property Team are undertaking a strategic review of the Council's assets and the optimisation of their use for local services, so any duplication of (or benefit from) this should be factored.
8. **Digital** – a potential output of this review around online information/bookings, pending the review and ultimately Cabinet approval, may require input from the Digital Team. Therefore, resourcing requirements and timescales will need to be



considered in conjunction with them. It is important to note that a booking system across the council's assets is not currently within the planned work programme.

9. **Filming** – the approach being taken to commercialise and increasing filming income could be explored for any good practice, interrelationships or benefits from this review. This approach seeks to match sites and buildings the Council owns to specific filming location requests and consider a range of requirements to meet a client brief, e.g. a filming production company may wish to film at one of the Council's sites as well as a school and community hall, for example. A joined-up approach on locations/assets for wider marketing will help join up the dots to promote our Borough in this way.

### **Legislative context**

The Local Government Act 1972 provides councils with the authority to manage and let their properties. It includes provisions for leasing and renting council-owned spaces to businesses and individuals.

## **3. EVIDENCE GATHERING**

### **Core intelligence required**

1. How many spaces indoor and outdoor can be identified?
2. Where are they, by address and Ward?
3. Parking and transport connections available
4. What facilities are available for each space?
5. What "condition" are they in?
6. In which directorate does each space sit?
7. Who is responsible for their management?
8. Lettings history / occupancy rate for last year
9. Any planned space improvements
10. Fees and Charges for spaces

### **Cabinet Members & Service relevant to this review**

This review would fall fully under this Committee's approved remit set out in the Constitution.

It would also cut across all Cabinet Member portfolios as the range of buildings and spaces would cut across all Council Directorates and service areas. However, the primary Cabinet Members and immediate service areas in relation to the review are set out below:

Leader of the Council	Corporate Services	Communications & Engagement (e.g. marketing)
Cabinet Member for Corporate Services & Property	Place	Property (maximising income from holdings)



		Facilities Management
		Civic Centre, Property and built assets (cross-cutting brief)
Cabinet Member for Finance & Transformation	Finance	Income maximisation
	Corporate Services	Digital technologies

Discussions on draft or emerging recommendations may be undertaken with relevant Cabinet Members as per the Protocol on Overview & Scrutiny and Cabinet Relations approved by full Council.

### **Potential witnesses and site visits**

Officers from:

- Libraries and Cultural Services
- Property and Estates Team (all assets)
- Education (schools/adult education)
- Facilities Management
- Green Spaces
- Children's Services
- Youth Services
- Learning and Development
- Corporate Communications
- Digital Team

External witnesses / user testimony:

- GLL leisure provider or Sports Contract Manager
- Brunel University Events Team
- Local Community Centre operator
- Private sector event space operator, e.g. entertainment venue or hotel
- Wedding Planner or similar local event organiser
- Best practice local authority events / booking manager

Site visits:

- Hillingdon Civic Centre rooms / Manor Farm
- Brunel University
- Other London Borough Events Services – good practice on indoor and outdoor events with an App and Event Management Service.

### **Initial Papers / further reading**

- [Council venues and spaces to hire - Discover Hillingdon](#)
- [Theatre spaces to hire - Discover Hillingdon](#)

- [Meeting rooms and spaces to hire in our libraries - Hillingdon Council](#)
- [Council GIS property browser](#) – internal only
- [EventApp - Camden](#) (example only)

## Lines of Enquiry

Specific lines of enquiry will be worked up prior to witness sessions.

A possible gap analysis exercise could be suggested by the Committee in which services are asked to complete surveys identifying spaces that are used in their service areas by various stakeholders. areas that are being met. This information would then be analysed and areas of improvement identified.

Members will be interested in identifying the number and types of spaces available for hire within the Borough, including their addresses and wards. Members will note the facilities available at each site and assess their conditions. Identifying the directorate responsible for each site, the management structure and the letting history over the past three years will enable Members to create a single point of useful information. Members will also wish to explore opportunities for better marketing and commercialisation of these spaces. The findings will provide valuable insights into the current state of these spaces, enabling the Council to make informed decisions that benefit the community and generate additional revenue.

## Some early ideas to consider:

1. Business lettings for planned upgrades to rooms
2. Serviced business suites / conferences
3. Expanding online register / App / booking service
4. Event Management and Lettings Service (income generation is far greater than the cost)
5. Targeted communications locally amongst residents, community groups and the business sector.
6. Streamlined / online process for regulatory requirements for space hire

## 4. REVIEW PLANNER

Proposed timeframe & milestones for the review:

Meeting Date	Action	Purpose / theme	Witnesses / officers attending
11 February 2025	Agree Scoping Report	What do we need?	Democratic Services
April/May - Survey for data / informal meetings			
17 June 2025	Witness Session 1 Discovery Phase : Setting the scene	Where are we now?	Officers from core council services, e.g.

			Property, Libraries and Communications
23 July 2025	Witness Session 2 Discovery Phase : identifying spaces, uses and opportunities	Where are we now?	Officers from core council services, e.g. Property, Libraries and Communication
17 September 2025	Witness Session 3	Where do we want to be? What do residents, customers, businesses want?	External witnesses
Summer / Autumn 2025 - Site visits			
19 November 2025	Witness Session 4	Identifying potential uses and opportunities based on feedback	Officers from other service areas
6 January 2026	De-brief and emerging findings	To discuss key findings and identify potential recommendations	
12 February 2026	Approval of draft final report	Proposals – agree recommendations and final draft report to Cabinet	

### Resource requirements

This review is not expected to require a financial assessment at the scoping stage. However, as the review progresses, Committees should seek to ensure any recommendations are feasible, cost-effective or indeed can save the Council money. Any early findings or recommendations by the Committee which may result in a call on Council budgets, or savings, should be discussed at the earliest opportunity by the Chairman, with the relevant Cabinet Member and Leader of the Council, along with service areas, to assess viability.

The aim of this review is to generate additional income.

### Equalities impact

This review will seek to strengthen the Council's efforts ensuring equal access by residents to council services. No Equalities Impact Assessment will be required.

### Scrutiny Benefit

This review demonstrates that independent overview and scrutiny in Hillingdon is:

1. Driving improvement and modernisation
2. Innovative with actionable outcomes
3. Supporting sound financial management
4. Aligned with local strategic and residents' priorities

Author of Scoping Report	Anisha Teji, Democratic Services Mark Braddock, Statutory Scrutiny Officer
Date	Created - 24 January 2025 Last updated - 4 June 2025

## Maximising Council Spaces: A Review of Business and Private Hire Opportunities – Witness Session 2

Committee name	Corporate Resources & Infrastructure Select Committee
Officer reporting	Carlos Montecino/Darren Deeks, Homes and Communities Directorate
Papers with report	Appendix A
Ward	All

### HEADLINES

This report summarises the room hire offer in public libraries and presents data around usage, hirer types and income generation.

### RECOMMENDATIONS

**That the Committee notes the evidence heard pertaining to the review.**

#### Lines of enquiry for Members during this witness session

The Committee will consider the development of a directory of local hireable spaces. This would improve understanding of available provision, enable benchmarking of pricing and facilities, and support a clearer picture of local demand.

- *Progress on Online Booking System* - The Committee is expected to note the progress made in implementing the online booking system, including the availability of initial data-driven insights on room hire utilisation and income trends.
- *Opportunities for Central Commercial Hires* - Members should note the potential to secure central commercial hires, which offer more stable and predictable income streams for the Council.
- *Engagement with Local Business Community* - The session will support discussion with the Hillingdon Chamber of Commerce and local SMEs to better understand business requirements. This will help inform targeted investment in existing hireable spaces, with the aim of increasing utilisation.
- *Tiered Pricing Structures* - The Committee is invited to note the suggestion to introduce tiered pricing structures. This approach seeks to ensure greater consistency across similar spaces and align pricing with demand patterns.
- *Promotion of Council Spaces* - Members are encouraged to support improved promotion of Council-owned spaces for both commercial and resident hire, enhancing visibility and

uptake.

- *Community Space Mapping* - The Committee will consider the development of a directory of local hireable spaces. This would improve understanding of available provision, enable benchmarking of pricing and facilities, and support a clearer picture of local demand.

## **SUPPORTING INFORMATION**

### **Overview of Hireable Library Spaces**

The library service manages a diverse portfolio of hireable spaces, offering varying capacities and access arrangements:

- Spaces currently available:
  - 7 dedicated meeting rooms
  - 2 main library spaces available as a pilot scheme
  - 1 smaller library area (the “Nook” at Ruislip Manor)
- There are also former adult education rooms at Ruislip Manor’s lower level that could be considered for hire; however, ongoing damp issues and the lack of accessible evacuation routes for disabled users currently restrict their use.
- Beyond formal meeting rooms, the service has facilitated hires within library spaces for commercial and partnership use, such as the “Nook” agreement with Barclays at RM and a trial branch pop-up with HSBC at Eastcote, which did not progress to a regular arrangement.
- Planned developments include new meeting rooms as part of library relocation and rebuild projects at Uxbridge (which will also feature a multipurpose space), Yiewsley and Northwood Hills.

Access to these spaces varies across the estate:

- During and outside regular opening hours (no access required to main library space): Oak Farm, Charville and Harefield.
- During opening hours (spaces accessed via main library area): Botwell Green, Ruislip Manor, Yeading, Ickenham.
- Outside opening hours (requiring access through main library): South Ruislip and Hayes end, generally limited to trusted community groups such as local residents’ association.

Online Booking Platform:

- The library service successfully bid for funding from the LibraryOn programme (£10K for set-up and first year fees) to implement an online booking system launched in May 2024 has improved booking management, automated payments, and enables the extraction of data for analysis. The project aligns with the Library Strategy’s goal of maximising asset use and generating commercial income and wider council agendas.
- Delivered via Kajima’s BookingsPlus, which allows:

- Space discovery (including virtual tours and pricing), booking management, and payments.
- Flexible booking journeys (enquiry only, book and pay, or instant booking) tailored to the gatekeeping needs of each space.
- Ongoing costs are covered by hire income: 3% of income for the platform itself and 7% for payment and financial administration. More favourable rates may be negotiated if additional services adopt the platform or when reaching certain income thresholds.

## Regulatory Considerations

- Terms of hire were developed with the Legal Team and include requirements such as insurance and risk assessments.
- Additional requirements apply depending on the nature of the hire, such as safeguarding measures for activities involving children, along with local procedures including key holder agreements.
- The system requires clients to accept terms and conditions each time they make a booking.

## Utilisation and Usage Insights

### Scope and data:

- The utilisation period analysed covers 1 June 2024 to 31 May 2025. The data analysed has been extracted from the online booking system. This analysis excludes the “Nook” at Ruislip Manor Library, which is currently hired by Barclays. As this is not a dedicated meeting room but a space within the main library, it was not included in the original agreement for the online booking system and is not advertised on the platform.

### Utilisation and hire patterns:

- Overall **utilisation** across all libraries is approximately 25% of available booking hours, dropping to **16%** when considering **paid bookings only**.
- The libraries with the highest utilisation rates and total **paid booking** hours are Botwell Green, Oak Farm and Yeading. Harefield and Oak Farm have benefited from large spaces and the ability to offer access outside regular opening hours. Botwell Green, while limited to access during opening hours, have seen strong usage supported by the commercial agreement with Barclays for regular hire of available spaces.
- Demand is generally highest on weekday mid-mornings (10–11am), afternoons around 3pm (after school hours), and on Saturdays. This aligns with the most common types of activities held in library meeting rooms, including business uses (such as Barclays), education and training (e.g. tutoring groups, informal education), health and wellbeing sessions (e.g. yoga, light exercise), and local community group activities.

### Profile of paid bookings:

- Resident groups account for around two thirds (64%) of total paid booked hours, with non-resident groups making up 36%.

- Approximately 70% of paid bookings are commercial, though this figure is skewed by Barclays' use of Botwell Green. Excluding Botwell Green, there is a near-even split between commercial (53%) and non-commercial (47%) usage.
- While commercial hirers represent only 33% of all distinct groups (26 out of 79) who booked space, they account for a proportionally higher volume of bookings, indicating that commercial users tend to hire more frequently.

## Income and Financial Position

- Room hire is the library service's main income stream and is subject to rising targets (£98k for 2025/26).
- Room hire income reached a record £93k in the last financial year, due in large part to the agreement with Barclays at Ruislip Manor and Botwell Green libraries. Excluding this additional income from the Barclays agreement, it remains below pre-pandemic levels (£49k in 2018/19 and £55k in 2019/20). Contributing factors are likely to include a shift to online activities, changes within local community groups, fee increases that could price out new businesses and adjustments to library opening hours that have limited access.
- Some pre-pandemic demand has been lost and will need to be rebuilt; reliance on long-standing regular hirers and limited marketing (largely word of mouth) has made attracting new customers more challenging. Despite this, there has been an estimated 22% increase in hire income in 2024/25 compared to the previous year, supported by a 10% rise in fees, continued recovery of demand, and the introduction of the online booking system, which has improved space visibility.
- Commercial agreements (such as the former arrangement with Barclays) have provided reliable income streams. However, the end of such agreements highlights the importance of diversifying income sources while balancing the needs of the wider community, other council departments (who use library spaces to reach residents) and the library service itself.

Hireable spaces are actively promoted through:

- Online channels - Listings on the Council's website with direct links to the online booking platform and library and corporate social media platform posts.
- Community and business engagement - Presentations and outreach to residents' associations and local groups, promotion to the Hillingdon Chamber of Commerce and at events like the Brunel Expo.
- Posters in libraries and on some external noticeboards.
- Publications - Article in Hillingdon People at the time of the system launch.

Feedback from existing hirers before the online booking system launch showed that fewer than 7% discovered the space via the website; most learned about hireable spaces through visits to the library or word of mouth.

## Recommendations and Next Steps

- Community space mapping: Develop a directory of local hireable spaces to better understand available provision and benchmark pricing and facilities.



- Pricing and marketing: Early analysis suggests potential to adjust pricing tiers and trial targeted marketing or introductory discounts to attract new users and stimulate use during low-demand periods.
- Stakeholder engagement: Strengthen collaboration with the Chamber of Commerce, local SMEs and community groups to understand evolving space requirements, promote existing offers and guide investment decisions such as for example, assessing local demand for facilities such as hot-desking or meeting pods.
- Gather Insight from Existing Users: Undertake targeted user surveys with existing hirers to better understand the unique selling points (USPs) of our spaces, explore where they typically search for hireable venues, and identify additional features or services that would make our spaces more attractive.
- Broaden Local Marketing Reach: Expand marketing reach by exploring hyperlocal and community-focused channels beyond current platforms, such as Nextdoor and Facebook community groups. Other potential avenues include local WhatsApp groups, community newsletters, LinkedIn for professional or commercial hires, and partnerships with local schools, sports clubs, and voluntary sector organisations to widen awareness. With booking data now accumulated in the system, we can also track and assess the impact of these campaigns.

## **PERFORMANCE DATA**

In addition to the utilisation analysis presented above, we have further information on the following:

- Hours Booked by Hire Category
- Hours Booked by User Group
- Meeting Room Utilisation Rates
- Hours Booked by Library
- Hirer Profiles by Library
- Peak/Off-Peak Usage Patterns
- Library Room Hire Revenue

See Appendix: “Library Room Hire Data” for details.

## **RESIDENT BENEFIT**

Residents, including community groups and new businesses in Hillingdon, could benefit from understanding which locations in the borough and operated by the council are available for hire, broadening the scope of what council locations can provide. Competitive pricing, including preferable resident rates and the potential for discounts that support new initiatives and local businesses, could be considered and promoted.

## **FINANCIAL IMPLICATIONS**

No comments at this point.

## **LEGAL IMPLICATIONS**

N/A

## **BACKGROUND PAPERS**

Nil

## **APPENDICES**

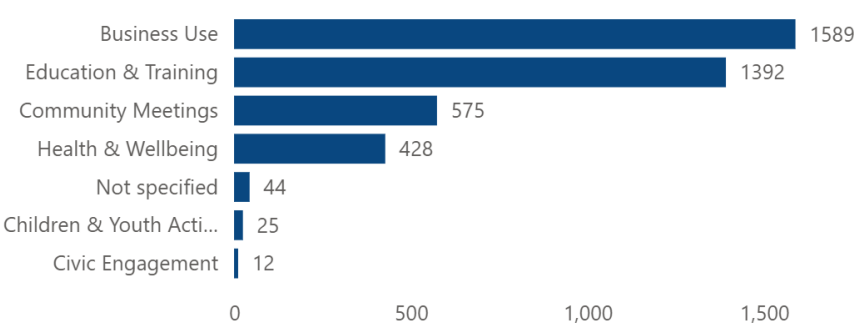
Library Room Hire Data

# Appendix - Library Room Hire Data

## 1. Overview of Room Hire Usage

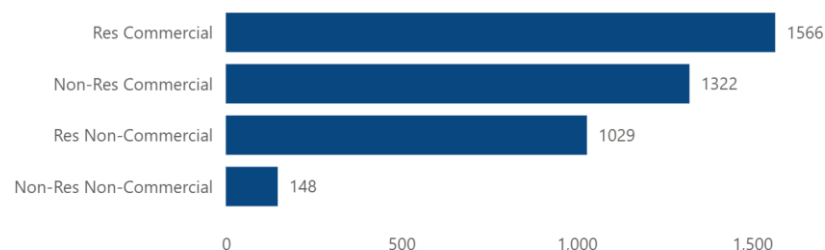
- **Data scope:** 1 June 2024 to 31 May 2025, drawn from the online booking system; excludes the Nook at RM Library (hired by Barclays but not included on the platform). The data in this Appendix reflects paid bookings only.
- **Overall utilisation:** ~25% of available hours, dropping to 16% for paid bookings.
- **Highest utilisation:** Botwell Green, Oak Farm and Yeading libraries. Harefield and Oak Farm benefit from large spaces and extended access; Botwell Green’s strong figures are supported by a commercial agreement with Barclays.
- **Peak demand:** Generally mid-mornings (10–11am), around 3pm (after school), and on Saturdays, reflecting business, education, health and community activities.
- **Paid bookings profile:**
  - 64% resident groups, 36% non-resident.
  - ~70% commercial, though excluding Barclays’ BG hire, there is a near-even split (53% commercial, 47% non-commercial).
  - Commercial hirers make up only 33% of distinct groups but book more frequently.

## 2. Hours Booked by Hire Category



Hire Category	Total Booked Hours	% Total
Business Use	1,589.25	39.10%
Education & Training	1,392.36	34.26%
Community Meetings	574.50	14.13%
Health & Wellbeing	428.00	10.53%
Not specified	44.00	1.08%
Children & Youth Activities	25.00	0.62%
Civic Engagement	11.50	0.28%
Total	4,064.61	100.00%

### 3. Hours Booked by User Group

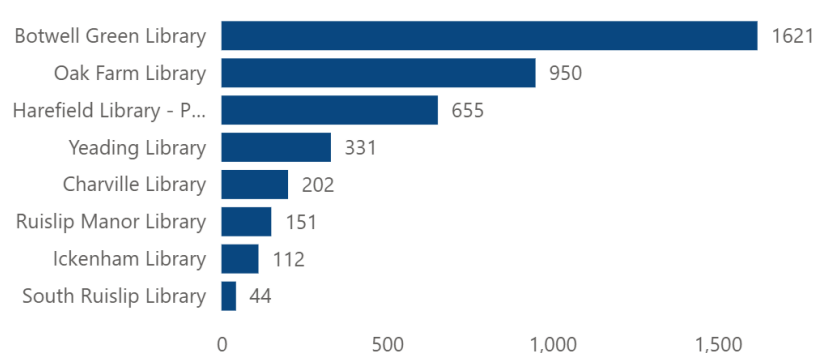


User Group	Total Booked Hours	% Total
Res Commercial	1,565.86	38.52%
Non-Res Commercial	1,321.50	32.51%
Res Non-Commercial	1,029.25	25.32%
Non-Res Non-Commercial	148.00	3.64%
<b>Total</b>	<b>4,064.61</b>	<b>100.00%</b>

### 4. Hirer Profiles by Library

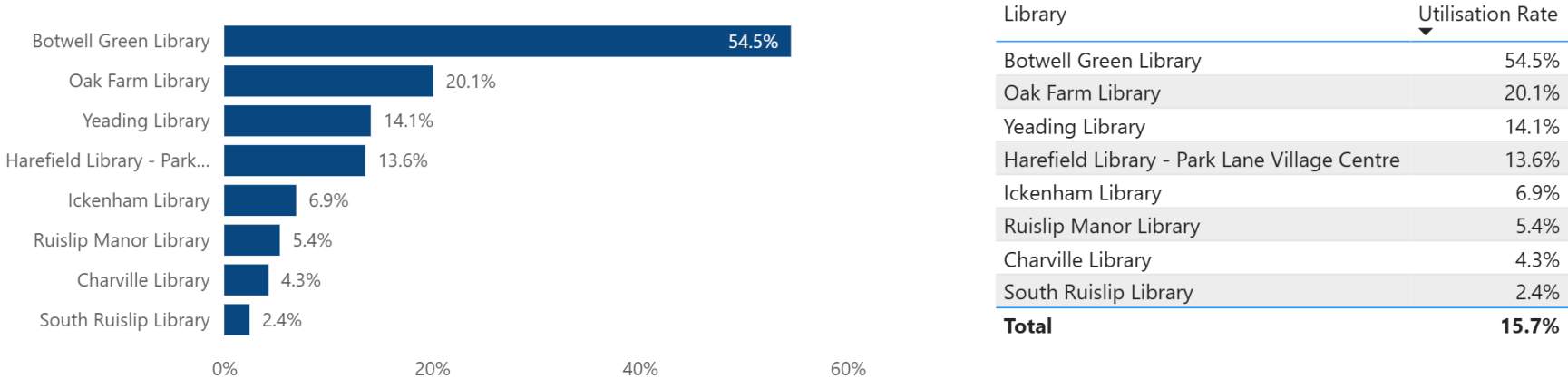
User Group	Botwell Green Library	Charville Library	Harefield Library - Park Lane Village Centre	Ickenham Library	Oak Farm Library	Ruislip Manor Library	South Ruislip Library	Yeading Library	Total
Res Non-Commercial	3	2	23	5	5	4	2	2	46
Res Commercial	2	1	3	1	10	3		2	19
Non-Res Commercial	1	3		1		1		1	7
Non-Res Non-Commercial		2	1	2		1		2	7
<b>Total</b>	<b>6</b>	<b>8</b>	<b>27</b>	<b>9</b>	<b>15</b>	<b>9</b>	<b>2</b>	<b>7</b>	<b>79</b>

### 5. Hours booked by Library



Library	Total Booked Hours	% Total
Botwell Green Library	1,621.00	39.88%
Oak Farm Library	949.86	23.37%
Harefield Library - Park Lane Village Centre	654.50	16.10%
Yeading Library	331.00	8.14%
Charville Library	201.50	4.96%
Ruislip Manor Library	150.75	3.71%
Ickenham Library	112.00	2.76%
South Ruislip Library	44.00	1.08%
<b>Total</b>	<b>4,064.61</b>	<b>100.00%</b>

## 6. Meeting Room Utilisation Rates



## 7. Peak and Off-peak Usage Patterns

Weekday	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
Monday	384	411	411	394	415	411	425	426	9	81	114	33	3			627
Tuesday	18	160	150	10	12	30	188	140	152	29						394
Wednesday	35	340	340	414	256	254	359	318	3	3	15	12	12			720
Thursday	359	377	398	386	361	409	449	12	12	7	68	66	62			582
Friday	4	37	135	368	368	449	471	367	42	66	87	27	21	6	6	633
Saturday	202	519	518	438	370	423	244	155	138	22	23					787
Sunday	74	178	155	22	134	140	139	20	12	7	2					322
Total	1,075	2,021	2,106	2,031	1,915	2,115	2,274	1,438	368	214	309	138	98	6	6	4,065

## 8. Library Room Hire Revenue

The data in this section was extracted from Oracle and may include income from uses beyond traditional room hire, such as the library being used as a polling station or the Atrium in the old Uxbridge library being hired.

Library	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Botwell Green	£ 15,202.05	£ 14,188.26		£ 378.80	£ 2,245.64	£ 23,597.16	£ 35,465.48	£ 91,077.39
Charville	£ 985.95	£ 2,693.89	£ 16.00			£ 309.85	£ 2,001.54	£ 6,007.23
Eastcote				£ 102.60				£ 102.60
Harefield	£ 5,692.10	£ 4,893.45		£ 1,331.00	£ 7,452.92	£ 6,670.40	£ 5,549.21	£ 31,589.08
Hayes End	£ 150.00							£ 150.00
Ickenham	£ 1,890.62	£ 5,137.34	£ 9.20	£ 625.60	£ 524.27	£ 671.36	£ 1,537.58	£ 10,395.97
<i>Library not listed</i>		£ 750.00			£ 363.40	-£ 495.00	-£ 407.20	£ 211.20
Manor Farm	£ 1,373.00	£ 1,902.96						£ 3,275.96
Northwood	£ 113.71	£ 74.10	£ 1.80					£ 189.61
Northwood Hills	£ 540.75	£ 643.05	£ 127.00					£ 1,310.80
Oak Farm	£ 16,597.62	£ 16,839.64	-£ 460.18	£ 6,157.25	£ 11,717.03	£ 16,976.52	£ 13,625.58	£ 81,453.46
Ruislip Manor	£ 939.82	£ 644.70			£ 221.60	£ 3,074.01	£ 31,352.54	£ 36,232.67
South Ruislip						£ 107.10	£ 366.77	£ 473.87
Uxbridge	£ 580.00	£ 800.00		£ 160.00	£ 340.00	£ 418.45	£ 5.21	£ 2,303.66
Yeading	£ 4,779.50	£ 6,181.64	£ 114.88	£ 723.15	£ 189.25	-£ 169.72	£ 3,461.52	£ 15,280.22
Yiewsley	£ 150.00							£ 150.00
<b>Total</b>	<b>£ 48,995.12</b>	<b>£ 54,749.03</b>	<b>-£ 191.30</b>	<b>£ 9,375.80</b>	<b>£ 23,156.71</b>	<b>£ 51,160.13</b>	<b>£ 92,958.23</b>	<b>£ 280,203.72</b>

### Income from Space Hire Agreements with Barclays Bank UK Plc

Library	2023/24	2024/25	Total
Botwell Green	£ 18,746.00	£ 29,718.00	£ 48,464.00
Ruislip Manor		£ 29,652.75	£ 29,652.75
<b>Total</b>	<b>£ 18,746.00</b>	<b>£ 59,370.75</b>	<b>£ 78,116.75</b>

## CABINET FORWARD PLAN

<b>Committee name</b>	Corporate Resources & Infrastructure Select Committee
<b>Officer reporting</b>	Anisha Teji, Democratic Services
<b>Papers with report</b>	Appendix A – Latest Forward Plan
<b>Ward</b>	As shown on the Forward Plan

### HEADLINES

To monitor the Cabinet's latest Forward Plan which sets out key decisions and other decisions to be taken by the Cabinet collectively and Cabinet Members individually over the coming year. The report sets out the actions available to the Committee.

### RECOMMENDATION

**That the Committee considers the Cabinet Forward Plan.**

### SUPPORTING INFORMATION

The Cabinet Forward Plan is published monthly, usually around the first or second week of each month. It is a rolling document giving the required public notice of future key decisions to be taken. Should a later edition of the Forward Plan be published after this agenda has been circulated, Democratic Services will update the Committee on any new items or changes at the meeting.

As part of its Terms of Reference, each Select Committee should consider the Forward Plan and, if it deems necessary, comment as appropriate to the decision-maker on the items listed which relate to services within its remit. For reference, the Forward Plan helpfully details which Select Committee's remit covers the relevant future decision item listed.

The Select Committee's monitoring role of the Forward Plan can be undertaken in a variety of ways, including both pre-decision and post-decision scrutiny of the items listed. The provision of advance information on future items listed (potentially also draft reports) to the Committee in advance will often depend upon a variety of factors including timing or feasibility, and ultimately any such request would rest with the relevant Cabinet Member to decide. However, the 2019 Protocol on Overview & Scrutiny and Cabinet Relations (part of the Hillingdon Constitution) does provide guidance to Cabinet Members to:

- Actively support the provision of relevant Council information and other requests from the Committee as part of their work programme;
- Where feasible, provide opportunities for committees to provide their input on forthcoming executive reports as set out in the Forward Plan to enable wider pre-decision scrutiny (in addition to those statutorily required to come before committees, *i.e. policy framework documents – see para. below*).

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals after publication. These are automatically scheduled in advance to multi-year work programmes.

Therefore, in general, the Committee may consider the following actions on specific items listed on the Forward Plan:

	Committee action	When	How
1	<b>To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide its influence and views on a particular matter within the formal report to the Cabinet or Cabinet Member before the decision is made.</p> <p>This would usually be where the Committee has previously considered a draft report or the topic in detail, or where it considers it has sufficient information already to provide relevant comments to the decision-maker.</p>	<p>These would go within the standard section in every Cabinet or Cabinet Member report called “Select Committee comments”.</p> <p>The Cabinet or Cabinet Member would then consider these as part of any decision they make.</p>
2	<b>To request further information on future reports listed under its remit.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to discover more about a matter within its remit that is listed on the Forward Plan.</p> <p>Whilst such advance information can be requested from officers, the Committee should note that information may or may not be available in advance due to various factors, including timescales or the status of the drafting of the report itself and the formulation of final recommendation(s). Ultimately, the provision of any information in advance would be a matter for the Cabinet Member to decide.</p>	<p>This would be considered at a subsequent Select Committee meeting. Alternatively, information could be circulated outside the meeting if reporting timescales require this.</p> <p>Upon the provision of any information, the Select Committee may then decide to provide specific comments (as per 1 above).</p>
3	<b>To request the Cabinet Member considers providing a draft of the report, if feasible, for the Select Committee to consider prior to it being considered formally for decision.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide an early steer or help shape a future report to Cabinet, e.g., on a policy matter.</p> <p>Whilst not the default position, Select Committees do occasionally receive draft versions of Cabinet reports prior to their formal consideration. The provision of such draft reports in advance may depend upon different factors, e.g., the timings required for that decision. Ultimately any request to see a draft report early would need the approval of the relevant Cabinet Member.</p>	<p>Democratic Services would contact the relevant Cabinet Member and Officer upon any such request.</p> <p>If agreed, the draft report would be considered at a subsequent Select Committee meeting to provide views and feedback to officers before they finalise it for the Cabinet or Cabinet Member. An opportunity to provide specific comments (as per 1 above) is also possible.</p>
4	<b>To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting</b>	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny ‘call-in’ power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>

## BACKGROUND PAPERS

- [Protocol on Overview & Scrutiny and Cabinet relations adopted by Council 12 September 2019](#)
- [Scrutiny Call-in App](#)



Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
JUNE 2025												
51	School Conditions Building Programme 2025/26 – fire safety works at Schools	Cabinet will receive a report on the School Conditions Building Programme 2025/26. Specifically, it will be requested to vary the existing contract with the Council's fire door contractor to undertake fire safety works at community schools.	Various	NEW ITEM	26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Neena Singh / Michael Naughton	Karrie Whelan	Private (3)
53	Contingent Labour review	Cabinet will receive a report following a review contingent labour services.	N/A		26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Tony Sweeting / Stephen Ball / Trudie Eldrinv	Matthew Wallbridge	Private (3)
54	Council's Revenues, Benefits & Housing Systems Contract	Cabinet will consider the award of a long-term contract for the continued provision of the hosted, support & maintenance of the Housing & Revenue and Benefits systems	N/A		26 June			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Helen Vincent	Matthew Wallbridge	Private (3)
1	Irrecoverable Corporate Debt	A report to Cabinet to agree the write off of Business Rates debts that are over £50k which are irrecoverable due to liquidation.	N/A		26 June			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham	Andy Goodwin	Private (3)
18	Disposal of the garage site at Black Horse Yard, Uxbridge	Cabinet will consider a report regarding the disposal of a garage site at 1-3 Black Horse Yard, Uxbridge, which is currently vacant of any tenants and in need of repair.	Uxbridge		26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Tom Prevezer	Karrie Whelan	Private (3)
41	HRA Asset Management Plan	This report seeks approval of the Council's Asset Management Plan for the Housing Revenue Account, which provides details of how the Council will discharge is duty to properly maintain and manage its Social Housing properties.	N/A		26 June			Cllr Jonathan Bianco - Corporate Services & Property / Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Bobby Finch	Karrie Whelan	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
22	<b>Fleet Replacement Programme - purchase of seven small street sweepers</b>	As part of the Council's fleet replacement programme, the Cabinet Member will consider the procurement of seven street sweepers required as part of its operational mix to maintain cleanliness standards across the Borough.	All		26 June			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Stephen Gunter / Michelle Kenyon	Matthew Wallbridge	Private (3)
23	<b>Annual Performance Report</b>	Cabinet will receive an annual report performance report, setting out how the Council is delivering on key service metrics and the Council Strategy.	All		26 June			<a href="#">All Cabinet Members</a>	<a href="#">All</a>	Ian Kavanagh	Matthew Wallbridge	Public
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		26 June			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		26 June			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Budget Outturn 2024/25</b>	Cabinet will review the Council's budget outturn position for the previous financial year.	All		26 June			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andy Goodwin	Andy Goodwin	Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		26 June			<a href="#">TBC</a>	<a href="#">TBC</a>	Democratic Services	N/A	Public
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		26 June			<a href="#">TBC</a>	<a href="#">TBC</a>	Democratic Services	TBC	Public

**JULY 2025**

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		24 July			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		24 July			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
Page 37 SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		24 July			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		24 July			TBC	TBC	Democratic Services	N/A	Public
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		24 July			TBC	TBC	Democratic Services	TBC	Public
<b>AUGUST 2025</b>												
SI	<b>Cabinet decisions by the Leader of the Council</b>	As there is no Cabinet meeting in August, the Leader of the Council may take decisions on behalf of the Cabinet. These will be notified and reported for ratification and public record.	Various			Aug-25		Cllr Ian Edwards - Leader of the Council	TBC	Democratic Services		Public / Private - TBD
<b>SEPTEMBER 2025</b>												
56	<b>Garage disposals</b>	The Cabinet will consider the freehold disposal of garage sites at St Christophers Road in Cowley, St Clements Close in Cowley and at The Coppice, Yiewsley	Uxbridge, Colham & Cowley, Yiewsley	NEW ITEM	18 September			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		18 September			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		18 September			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		18 September			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andy Goodwin		Public
SI	<b>London Borough of Hillingdon Digital Strategy - annual report</b>	In approving the Council's Digital Strategy 2024-2027 in October 2024, Cabinet also agreed to receive an annual report setting out progress delivering the Strategy, the delivery of associated savings targets and to make any further decisions on programmes and projects or further delegated authority required to implement such activity.	N/A		23 October			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Darren Persaud	Matthew Wallbridge	Public
SI	<b>Transport for London Local Implementation Plan - Annual Spending Submission</b>	Cabinet will consider the Council's submission to Transport for London for funding on local transport infrastructure projects.	All		23 October			<a href="#">Cllr Jonathan Bianco - Property, Highways &amp; Transport</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Alan Tilly / Sophie Wilmot	Karrie Whelan	Public
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		23 October			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		23 October			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		23 October			ClIr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
NOVEMBER 2025												
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		20 November			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		20 November			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		20 November			ClIr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
DECEMBER 2025												

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
34	Consideration of setting a licensed deficit budget for any schools in the Borough	A standard report each year, where Cabinet may consider whether it is required to set any licensed deficit budget for any schools that have applied.	TBC		18 December			Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Luisa Hansen		Public
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		18 December			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI Page 40	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		18 December			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		18 December			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and may include Council Tax Reduction Scheme proposals.	All		18 December		26 February 2026 - adoption	Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin		Public
JANUARY 2026												



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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		15 January			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		15 January			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
<b>FEBRUARY 2026</b>												
3 Page 41	<b>The Schools Budget 2026/27</b>	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		19 February			Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Luisa Hansen		Public
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		19 February			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		19 February			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		19 February			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andy Goodwin		Public
SI	<b>2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)</b>	Following consultation, this report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and any proposals for the Council Tax Reduction Scheme.	All		19 February		26 February 2026 - adoption	<a href="#">Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance &amp; Transformation</a>	All	Andy Goodwin		Public
<b>MARCH 2026</b>												
SI Page 42	<b>Housing Forward Investment Programme 2026/27 (and 2025/26 review)</b>	Following Cabinet's decision in September 2023, this new annual report will agree the forward programme of specific Housing Revenue Account works for the ensuing financial year and provide suitable delegated authority to the Director to implement the programme over the period. The report will also include a look-back at delivering the past year's programme and the investment being made by the Council to upgrade the Council's housing stock.	All		19 March			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Gary Penticost	Karrie Whelan	Public
SI	<b>Corporate Disposals Programme 2025/26</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		19 March			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)



Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		19 March			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		19 March			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andy Goodwin		Public
<b>APRIL 2026</b>												
SI Page 43	<b>Corporate Disposals Programme 2026/27</b>	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2026-2027 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		23 April			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Minor Property Transactions</b>	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		23 April			<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		23 April			<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Andy Goodwin		Public
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		23 April			<a href="#">TBC</a>	<a href="#">TBC</a>	Democratic Services		Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 April			<a href="#">TBC</a>	<a href="#">TBC</a>	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status	
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible		
Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-													
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All				Cabinet Member Decision - date TBC		Cllr Eddie Lavery (Cabinet Member for Community & Environment) - Leader of the Council (if in Ickenham & South Ruislip ward)	Corporate Resources & Infrastructure	Natasha Norton		Public
SI	Business, shops and commercial rents, leases, surrenders and renewals	To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.	Various				Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson		Private (3)
Page 44	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc				Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson		Private (1,2,3)
SI	Housing Buy-Back / The purchase of ex Council properties or new private properties for the Council's housing supply	Cabinet Member may determine, as and when required, the purchase and aquisition of new properties as part of the Housing Buy-back Scheme or using HRA funds to increase the affordable housing stock within the Borough.	TBC				Cabinet Member Decision - date TBC		Relevant Portfolio Cabinet Members	Corporate Resources & Infrastructure	Ben Sargent		Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC				Cabinet Member Decision - date TBC		All	TBC	Democratic Services		Public
SI	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action	TBC				Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Pedestrian Crossings</b>	To approve schemes to provide crossing facilities	TBC			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin		Public
SI	<b>To approve debt / write offs</b>	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a			Cabinet Member Decision - date TBC		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham		Private (1,2,3)
SI	<b>To approve compensation payments</b>	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a			Cabinet Member Decision - date TBC		All	TBC	various		Private (1,2,3)
SI	<b>Transport - Local Implementation Programme</b>	Local Implementation Programme including schemes for the public realm, parking, road safety, school travel, walking, cycling, air quality improvement and Traffic Regulation Orders.	TBC			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin / Alan Tilly		Public
Page 45	<b>Acceptance of Tenders</b>	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a			Cabinet Member Decision - date TBC		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various		Private (3)
SI	<b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC			Cabinet Member Decision - date TBC		All	TBC	various		Public / Private (1,2,3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act</b>	To consider any issues in relation to loft space and also consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.	TBC			Cabinet Member Decision - date TBC		<a href="#">Cllr Jonathan Bianco - Corporate Services &amp; Property</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	TBC		Private (1,2,3)
SI	<b>External funding bids</b>	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a			Cabinet Member Decision - date TBC		<a href="#">All</a>	<a href="#">TBC</a>	various		Public
SI	<b>Appeals in relation to business rates (NNDR)</b>	To determine appeals in relation to business rates following a decision by the Council.	TBC			Cabinet Member Decision - date TBC		<a href="#">Cllr Martin Goddard - Finance &amp; Transformation</a>	<a href="#">Corporate Resources &amp; Infrastructure</a>	Tiffany Boreham		Private (1,2,3)
Page 46	<b>Response to key consultations that may impact upon the Borough</b>	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC			Cabinet Member Decision - date TBC		<a href="#">All</a>	<a href="#">TBC</a>	various		Public
SI = Standard Item that may be considered each month/regularly												
The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK												

## WORK PROGRAMME

<b>Committee name</b>	Corporate Resources and Infrastructure Select Committee
<b>Officer reporting</b>	Anisha Teji – Democratic Services
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	All

## HEADLINES

To enable the Committee to note future meeting dates and to forward plan its work for the current municipal year.

## RECOMMENDATIONS

**That the Committee considers the Multi-Year Work Programme attached and agrees any amendments.**

## SUPPORTING INFORMATION

The Committee's meetings will start at 7pm and the witnesses attending each of the meetings may include representatives from external organisations, some of whom travel from outside of the Borough. Forthcoming meeting dates are as follows:

Meeting Date	Room
17 September 2025	CR5
19 November 2025	CR5
6 January 2026	CR5
12 February 2026	CR5
5 March 2026	CR5
7 April 2026	CR5

## Implications on related Council policies

The role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

## How this report benefits Hillingdon residents

Select Committees directly engage residents in shaping policy and recommendations and the Committees seek to improve the way the Council provides services to residents.

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# Multi Year Work Programme 2022 - 2026

2024/25 MY

Service Area	Corporate Resources and Infrastructure Select Committee	May No meeting	July 23	Sept 17	Nov 19	Jan 6	February 12	March 4	April 21
Democratic Services + relevant service(s)	<b>Major Review: Maximising Council Spaces: A Review of Business and Private Hire Opportunities</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting		X	X	X	X			
	<b>Regular service &amp; performance monitoring and scrutiny</b>								
Business Intelligence	Annual Performance Monitoring				X				
Highways	Electric Vehicle Infrastructure Strategy - annual update				X				
Assets	Building Safety Strategy - Annual Monitoring Report							X	
Democratic Services	Cabinet Member attendance								
Digital	Digital & Transformation Update								
Business Intelligence	Annual complaints & service update report TBC			X					
Finance	Cabinet's budget proposals for next financial year					X			
Finance	Budget & Spending Report		X	X	X	X	X	X	X
Democratic Services	Cabinet Forward Plan Monthly Monitoring		X	X	X	X	X	X	X
	<b>One-off information / service update and scrutiny</b>								
Democratic Services	Remit of new Select Committee / Changes to ToR / Scrutiny updates/news								
Human Resources	Staff skills, learning and development TBC								
Technology	Cyber Security Update								
Planning and Regeneration	Hayes Estate Regeneration Progress				X				
Assets	Update on Council's Fleet					X			
Transportation	Hillingdon Cycling Strategy - implementation		X						
Health Safety/ Emergency Response	Emergency Response Service (Grenfell Town Inquiry recommendations)								
Assets	Ensuring Fire Safety in Private Residential Properties (request from full Council)								
Counter Fraud	Counter Fraud Update								
Assets	Right to buys backs			X					
	<b>Cross-cutting topics for wider scrutiny</b>								
Council wide	Resident experience								
CEO	Strategic Partnerships (Brunel, SNP, Businesses etc...)				X				
External	Utility company scrutiny (broadband, water, electricity, gas, mobile operators)							X	
	<b>Past review delivery - implementation of recommendations to Cabinet</b>								
Procurement and Commissioning	Procurement Review 2023/24					X			
Transportation	Road Safety Review 2023/24				X				
Highways	Highways Resurfacing 2023/24						X		
	<b>Committee Site Visits + reporting back to subsequent meeting</b>								
Assets	Civic Centre Tour / New Library etc... Capital Programme (Date TBC)								
Adult Social Care	Mortuary (Date TBC)				X		X		
Assets / Capital Programme	Platinum Jubilee Leisure Centre (Date TBC)		X						
	<b>Internal use only</b>								
	Agenda		15-Jul-25	09-Sep-25	11-Nov-25	29-Dec-25	04-Feb-26	25-Feb-25	13-Apr-26

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